Meeting:	Executive Committee	**Date:**	February 2020
Author	HR Team		

Title:		**Staff Survey 2019 Results**

1. Introduction

This paper will provide an overview of the results of the 2019 Staff Survey; identifying areas of improvement as well as highlighting areas where focus is required for the coming year, in order to improve staff engagement.

2. Overview of Survey

The annual staff survey was live for a period of 8 weeks, between 7th October and 1st December 2019, in line with national guidelines. The survey was promoted through internal communications. This year we have also been able to analyse the responses at a Business Unit Level. Each individual Business unit has been provided with their data return.

The questions utilised in the survey are aligned to the nationally determined question set however additional questions were asked regarding values and behaviours.
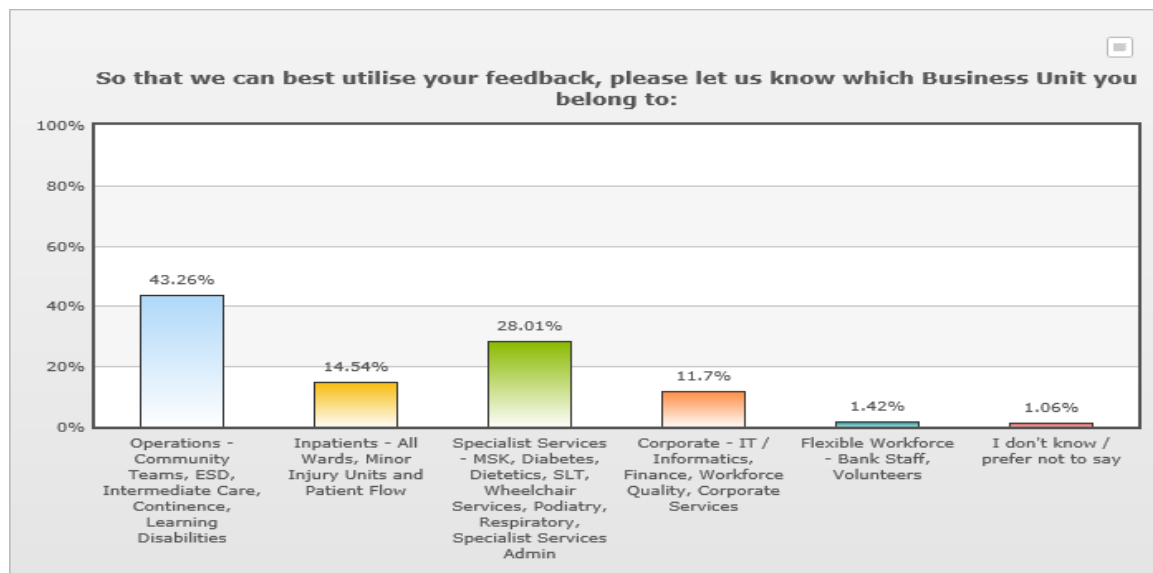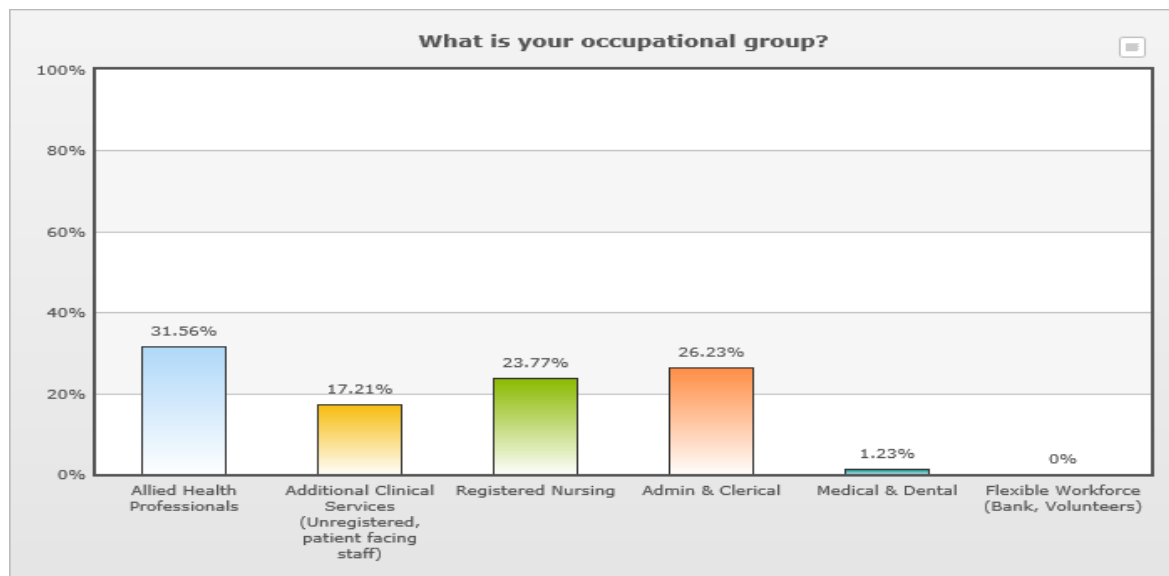
3. Response Rate and Demographics

The response rate for 2019 was 24.74% of all staff (284 responses). This is compared to a response rate of 36.11% (395 responses) from the previous year and therefore the response rate has significantly decreased. The national response rate also reduced in year however it remains significantly higher, at 48%. The response rate for community trusts was also significantly higher at 55.60%.

The mode of survey used outside of WHC was via an independent survey provider, PICKER, where either a sample or all staff at each individual organisation were contacted by the independent provider to complete the survey. Many organisations also incentivised completion, using a draw from completed survey's unique identifying number.

We completed the survey provision in-house, using an online survey platform and communications were cascaded via the intranet, the MD's monthly round-up email, and via operational meetings.

Those that completed the survey identified themselves as associated to the following occupational group and business unit:

What is your occupational group?

So that we can best utilise your feedback, please let us know which Business Unit you belong to:

4. Summary of Results:

The average change per question for the 2019 Staff Survey equates to a positive increase of 1.01% This is compared to an average change per question of 3.02% (decrease) in 2018.

4.1 Most Improved:

Question Statement	Response Measured	% Increase based on 2017 results
8c My immediate manager gives me clear feedback on my work	Agree / Strongly Agree	9.10%
7c I am able to deliver the care I aspire to	Agree / Strongly Agree	6.70%
8a My immediate manager encourages me at work	Agree / Strongly Agree	6.70%
4g There are enough staff at this organisation for	Agree / Strongly Agree	6.10%

me to do my job properly		
4f I have adequate materials, supplies and equipment to do my work	Agree / Strongly Agree	6.00%
6c Relationships at work are strained	Rarely / Never	6.00%
Do other colleagues demonstrate the values at work?	Often / Always	5.95%
4i The team I work in often meets to discuss the team's effectiveness	Agree / Strongly Agree	5.70%
18c I am confident that my organisation would address my concern (unsafe clinical practice)	Agree / Strongly Agree	5.50%
3c I am able to do my job to a standard I am pleased with	Agree / Strongly Agree	5.40%
5b The support I get from my immediate manager	Satisfied / Very Satisfied	5.30%
21b My organisation acts on concerns raised by patients / services users	Agree / Strongly Agree	5.30%

4.2 Biggest Decreases:

Question Statement	Response Measured	% Decrease based on 2018 results	Benchmarking Connotations
22a Is patient / service user experience feedback collected within your directorate / department? (e.g friends and family Test, patient surveys etc)	Yes	11.98%	Our score of 67.87% is significantly lower than that of other community trusts (95.75%)
11g Have you put yourself under pressure to come to work?	No	7.44%	Despite this score reducing in year, the number of WHC staff putting themselves under pressure to come to work unwell (73%) is significantly less than the community trust average of 92%
4d I am able to make improvements happen in my area of work	Agree / Strongly Agree	6.20%	Minor variance from community trusts
4b I am able to make suggestions to improve the work of my team / department	Agree / Strongly Agree	4.10%	Minor variance from community trusts
11b In the last 12 months, have you experience musculoskeletal problems (MSK) as a result of work activities?	No	3.81%	Minor variance from community trusts
11c During the last 12 months, have you felt unwell as a result of work related stress?	No	3.48%	Minor variance from community trusts
2c Time passes quickly when I am working	Often / Always	3.40%	Positive variance from community trust averages
2b I am enthusiastic about my job	Often / Always	3.30%	Minor variance

5. Key Themes:

5.1 Staff Engagement

- The responses provided to questions surrounding immediate engagement (questions 2 a-c) demonstrates that overall engagement has reduced in year:

Question	Scoring Criteria	2013	2014	2016	2017	2018	2019
How often do you feel this way about your job?							
2a I look forward to going to work	Often / Always	54.00%	48.00%	67.00%	69.20%	72.20%	69.10%
2b I am enthusiastic about my job	Often / Always	64.00%	73.00%	81.00%	80.20%	84.30%	81.00%
2c Time passes quickly when I am working	Often / Always	90.00%	77.00%	85.70%	84.10%	85.80%	82.40%

- The average change to the questions directed around staff involvement was an increase of 1.21%

Question	Scoring Criteria	% Change
To what extent do you agree or disagree with the following statements about your work? (Staff Involvement)		
4a There are frequent opportunities for me to show initiative in my role	Agree / Strongly Agree	-2.00%
4b I am able to make suggestions to improve the work of my team / department	Agree / Strongly Agree	-4.10%
4c I am involved in deciding on changes introduced that affect my work area / team / department	Agree / Strongly Agree	-3.00%
4d I am able to make improvements happen in my area of work	Agree / Strongly Agree	-6.20%
4e I am able to meet all the conflicting demands on my time at work	Agree / Strongly Agree	4.90%
4f I have adequate materials, supplies and equipment to do my work	Agree / Strongly Agree	6.00%
4g There are enough staff at this organisation for me to do my job properly	Agree / Strongly Agree	6.10%
4h The team I work in has a set of shared objectives	Agree / Strongly Agree	3.80%
4i The team I work in often meets to discuss the team's effectiveness	Agree / Strongly Agree	5.70%
4j I receive the respect I deserve from my colleagues at work	Agree / Strongly Agree	0.90%

5.2 Management

Of the 11 questions asked about immediate line management and senior management (questions 8 and 9) all 11 of the responses increased in 2019 compared to 2018 results; the most significant of these being in relation to support from their immediate line manager.

Question	Scoring Measure	% Change
19a In the last 12 months, have you had an appraisal	Yes	+4.04%
19b It helped me to improve how I do my job	Yes Definitely	+2.90%
19c It helped me agree clear objectives for my work	Yes Definitely	+3.00%
19d It left me feeling that my work is valued by my organisation	Yes, Definitely	+3.40%
19e The values of my organisation were discussed as part of the appraisal process	Yes, Definitely	+4.10%
19f Were any training, learning and development needs	Yes, Definitely	+4.37%

identified		
19g My manager supported me to receive this training, learning or development	Yes, Definitely	+2.47%

5.3 Health, Wellbeing and Safety at Work

- There is an increase in year in the number of staff completing both paid and unpaid additional hours at work.

- In relation to the 2017/2018 CQUIN regarding Health and Wellbeing there was a positive change towards the opinion that WHC takes positive action towards health and wellbeing however more staff indicated that they had experienced MSK problems or work-related stress in year.

- There has been a positive reduction in the number of staff experiencing physical violence or harassment, bullying and intimidation from management, colleague and patients however in some occasions there has been a further reduction from 2018 in those reporting these experiences.
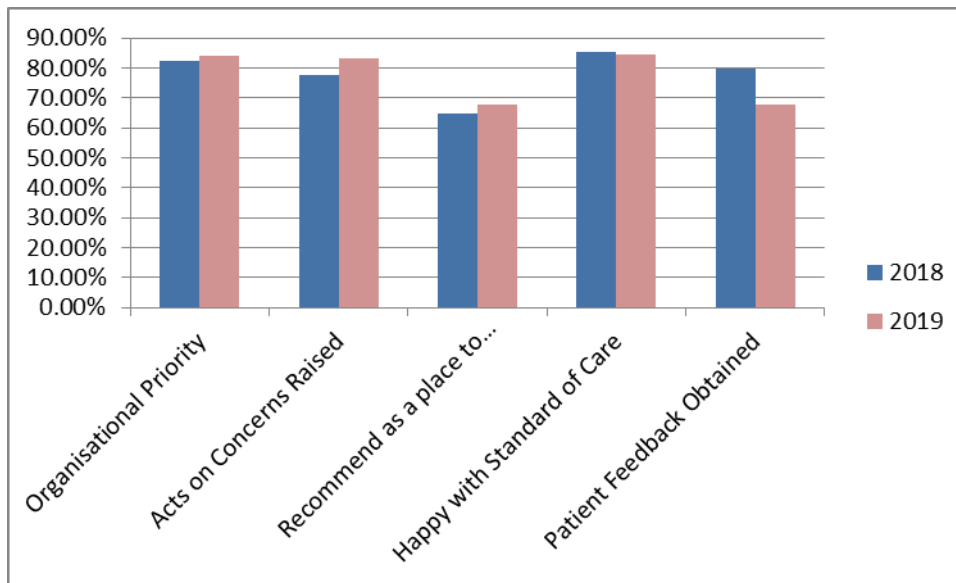
5.4 Personal Development:

- The responses provided in relation to appraisal and training opportunities had all increased in satisfaction from 2018.

Question	Scoring Criteria	% Change
To what extent do you agree or disagree with the following statements about your immediate manager?		
19a In the last 12 months, have you had an appraisal?	Yes	4.04%
19b It helped me to improve how I do my job	Yes Definitely	2.90%
19c It helped me agree clear objectives for my work	Yes Definitely	3.00%
19d It left me feeling that my work is valued by my organisaiton	Yes Definitely	3.40%
19e The values of my organisation were discussed as part of the appraisal process	Yes Definitely	4.10%
19f Were any training, learning and development needs identified	Yes	4.37%
19g My manager supported me to receive this training, learning or development	Yes Definitely	2.47%
20 Have you had any training, learning or development in the last 12 months? (Please do not include mandatory training)	Yes	0.95%

5.5   Patient Care & Safety

- The response to perceptions around patient care & safety in 2019 was varied in comparison to 2018 results:

5.6 Employee Retention

- In 2018, a new question was added to the national staff survey which questioned whether staff were considering leaving the organisation; 48% of staff stated they were not considering leaving the organisation. In 2019, this decreased slightly to 46%.

5.7 Values and Behaviours

- 94% of staff advised they were aware of Wiltshire Health and Care Values, which were launched in 2017 (increase from 91% of staff in 2018)
- 81% of staff believe that their colleague demonstrate these values and behaviours (often / always) and 75% of managers demonstrate these (often / always). Both of which have increased from 2018.

5.8 Free Text Feedback Review

5.8.1 Themes from the free text comments:

Positive Connotations	Negative Connotations
Effective Line Management	Poor Communication
Teamwork	Behaviours & Visibility of Senior Management
Organisational Engagement	Inadequate Infrastructure
Organisational Strategy / Direction	Staffing Concerns
Patient Care	Training & Development Frustrations
	Limited Reward & Recognition
	Concerns regarding Health & Wellbeing

5.8.2 Positive Comments:

I feel my clinical lead, line manager is excellent. My community team lead is new in post and makes time to pass down information to the team.

I am very happy with my team and the wider team who are very supportive. There is lots of joint working that is very successful. My managers are great in supporting me in my role.

I genuinely enjoy working at WHC. It has lots of room for improvement and growth as an organisation but it feels like there is clear understanding about the work we need to do and how we will get there.

Quality of clinical care, and dedication of clinical staff is always visible.

5.8.3 Constructive comments:

Communication I feel remains an issue within the organisation, from senior management cascading down throughout the organisation.

Senior management have a habit of deciding on changes to teams and their working environments without consulting all staff affected by the said changes.

IT is slow and this can be frustrating, as wastes time I could be spending with patients.

When our dept.is fully staffed we are able to manage our caseloads and can start to develop the service in a proactive way. We can also start to ensure we try to deliver an educative and responsible attitude to maintaining health aimed at the patient, carers and family members. When under staffed all we achieve is reacting to 'urgent/next day/soon' patients that we possibly could have avoided if seen much sooner.
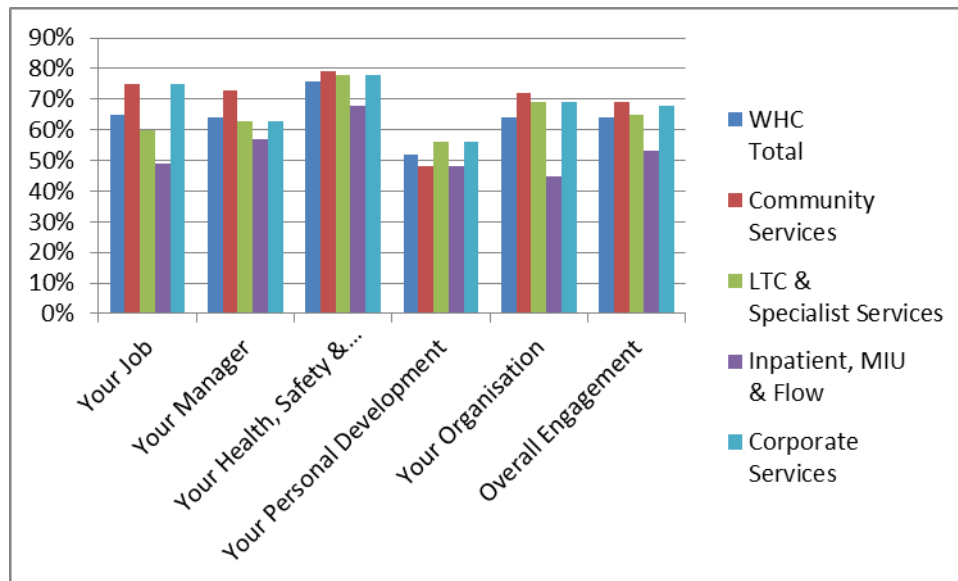
The only reason I would choose to leave is to work closer to home and for career progression, as there are no opportunities to advance from where I am.

I feel the following is a good reflection of how a lot of staff feel: 'When there is no consequence for poor work ethic, and no reward for good work ethic, there is no motivation'.

I do feel that stress levels have increased markedly in the past 12 months as referrals increase and demands of the teams increase. As a line manager I have had to increase the use of stress assessments to help staff and increased the number of referrals to occupational health. It is a genuine concern that staffing has been so low and we are looking at ways to manage this better.

5.9 Business Unit Comparison

The below graph demonstrates comparison across the business units in relation to their engagement score across each section of the Staff Survey:

6. Benchmarking

6.1 Community Providers

The national NHS Staff Survey results for 2019 have now been published and the following comparisons can be drawn from the other 16 community providers which submitted their results.

- The average response rate was 48%, meaning we are a low outlier with a response rate of 25% in 2018
- We scored the same or better than the average on 44 out of the 83 questions benchmarked against other community providers.

The areas that Wiltshire Health and Care performed significantly higher (>+5%) are:

Question & Measure	% Variance from Community Average
11g I have not put myself under pressure to come to work when unwell	20.48%
2a I look forward to going to work	8.90%
11e I have not felt pressure from my manager to come to work when unwell	7.63%
18b I feel secure raising concerns about unsafe clinical practice	7.25%
21d If a friend or relative needed treatment, I would be happy with the standard of care provided by my organisation	6.85%
18c I am confident my organisation would address my concern about unsafe clinical practice	6.30%
11f I have not felt pressure from my colleagues to come to work when unwell	6.14%
6c Relationships at work are *never or rarely* strained	5.55%
14a My organisations acts fairly with regards to career progression / promotion	5.54%
2b I am enthusiastic about my job	5.45%

3c I am able to do my job to a standard I am pleased with	5.30%
11d In the last 12 months, I have never come to work feeling unwell enough to perform my duties	5.23%

The areas that Wiltshire Health and Care performed significantly lower (>-5%) are:

Question	% Variance from Community Average
22a Is patient feedback collated in your department?	-27.88%
22b I receive regular updates on patient feedback in my department	-25.20%
6a I have unrealistic time pressures	-21.40%
22c Feedback from patients is used to make informed decisions within my department	-20.95%
11d The last time you experienced physical violence at work, did you or a colleague report it?	-11.96%
17c When errors, near misses or incidents are reported, my organisation takes action to ensure they do not happen again	-10.45%
17a My Organisation treats staff who are involved in an error, near miss or incident fairly	-10.35%
17d We are given feedback about changes made in response to reported errors, near misses or incidents	-9.05%
4g There are enough staff at this organisation for me to do my job properly	-7.95%
19a In the last 12 months, have you had an appraisal?	-7.68%
6h How satisfied are you with the opportunities for flexible working patterns	-6.75%
4i The team I work in often meets to discuss the teams effectiveness	-6.70%
16b In the last month, have you seen any errors, near misses or incidents that could have hurt patients	-6.50%

Additional points to note:

- An additional trend to note, in 5 out of 7 questions relating to immediate line managers i.e. my immediate manager values my work, is supportive, encourages me, Wiltshire Health and Care scored more than the community provider average. (Previously, in 2018, we only scored more positively in 1 question)

- Our staff reported that they have witnessed more errors, near misses or incidents with potential to harm staff and patients, than that of other community providers.

- Our staff have experience more physical violence, bullying and harassment and discrimination from patients then that of staff in other community providers.

6.2 National NHS Data

The national NHS Staff Survey results for 2019 have now been published and the following comparisons can be drawn from the other 304 NHS organisations which submitted their results:

- The average response rate was 48%, meaning we are a low outlier with a response rate of 25% in 2019
- We scored the same or better than the average on 62 out of the 83 questions benchmarked against other NHS organisations (This equates to a positive response of 74% vs. 2018 which was 78%)

The areas that Wiltshire Health and Care performed significantly higher (>+5%) are:

Question & Measure	% Variance from NHS Average
11g Have you ever put yourself under pressure to come to work when unwell	18.73%
8e My immediate manager is supportive in a personal crisis	16.00%
18c I am confident that my organisation would address my concern about unsafe clinical practice	14.45%
18b I would feel secure raising concerns about unsafe clinical practice	13.10%
21d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	12.85%
11e Have you ever felt pressure from your manager to come to work when unwell	11.93%
4i The team I work in often meets to discuss the team's effectiveness	11.30%
6c Relationships at work are rarely / never strained	10.75%
13d The last time I experienced harassment, bullying or abuse at work, I or a colleague reported it	10.16%
21b My organisation acts on concerns raised by patients	10.10%
14a Does your organisation act fairly with regard to career progression / promotion	9.99%
2a I look forward to going to work	9.85%
11f Have you ever felt pressure from your colleagues to come to work when unwell	8.89%
8a My immediate manager encourages me at work	8.55%
8c My immediate manager gives me clear feedback on my work	7.90%
8b My immediate manager can be counted on to help me with a difficult task at work	7.45%
5a The recognition I get for good work	7.10%
21a Care of patients is my organisation's top priority	6.95%
9a I know who the senior managers are here	6.70%
2b I am enthusiastic about my job	6.60%
13c In the last 12 months, I have never experience harassment, bullying or abuse from other colleagues	6.60%
9c Senior manager here try to involve staff in important decisions	6.35%
5b The support I get from my immediate manager	6.20%
19f In my most recent appraisal, training, learning and development needs were identified	5.95%
19c My most recent appraisal helped me to agree clear	5.80%

objectives for my work	
5d The amount of responsibility I am given	5.60%
19d My most recent appraisal left me feeling that my work is valued by my organisation	5.55%
12a In the last 12 months, I have never experienced physical violence at work from patients or relatives	5.50%
5f My immediate manager takes a positive interest in my health and wellbeing	5.35%
8d My immediate manager asks for my opinion before making decisions that affect my work	5.20%

The areas that Wiltshire Health and Care performed significantly lower (>-5%) are:

Question & Measure	% Variance from NHS Average
22a Is patient experience feedback collected within your department	-23.38%
22c Feedback from patients is used to make informed decisions within my department	-21.60%
22b I receive regular updates on patient experience feedback in my department	-20.70%
12d The last time I experienced physical violence at work, I or a colleague reported it	-8.46%
17c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again	-5.20%

7. Conclusion & Next Steps

This report highlights the trends within the results of the 2019 Staff Survey and benchmarking against other community providers. It is clear that whilst there has been improvement in some areas, and positive experiences shared, there are some key areas for focus for 2020.

An agreement was made at Workforce Development Group that the strategy for developing action plans this year would involve facilitated workshops for each business unit, attended by representatives from each area, would be held to discuss the findings and focus on generating key actions in response to the lowest scored answers for their business unit. The Workshops will be held in March –April 2020. These action plans will be combined to create an organisational action plan, along with additional actions developed by Quality and Workforce, for implementation. The next staff survey, due October 2020 responses will act as a measure of success and will also inform further development of the rolling action plan for 2021.

Detailed reports have been provided to each Head of Operation's for their review.

The action plan will be shared with Exec Co accordingly for sign off.

In addition, a review of the delivery mechanism of the 2020 staff survey will be undertaken in Q1 2020/2021 to enhance responses to ensure meaningful data is collated regarding staff engagement.

The Exec Team are welcomed to add any additional action points, as deemed appropriate.